FACULITY OF BUSINESS

DEPARTMENT OF MARKETING MANAGMENT

ASSESSMENT OF CUSTOMER RELATIONSHIP MANAGMENT PRACTICE; THE CASE OF DASHEN BANK S.CO

THESIS SUBMITTED TO ST.MARY,S UNIVERSITY,SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF MARKETING MANAGMENT

BY: WASIHUN BISRAT

ADVISOR:-MESFIN WORKINEH (PHD)

JUNE, 2023

ADDIS ABABA, ETHIOPIA

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TABLE OF CONTENTS

DECLARATION

I, the under signed, declare that this 'project paper' entitled with "ASSESSMENT OF CUSTOMER RELATIONSHIP MANAGEMENT PRACTICE (The case of Dashen Bank S.C,)", is my original work, prepared under the guidance of my Advisor Mesfin Workineh (PhD). All necessary sources of materials used for the preparation of this 'thesis' have been appropriately acknowledged. Moreover, I want to confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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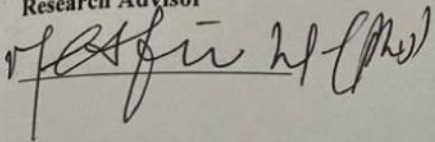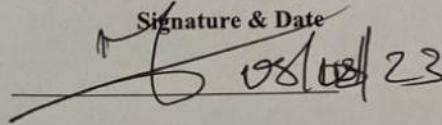
WASIHUN BISRAT

ENDORSEMENT

This is to certify that this Project paper work, entitled ASSESSMENT OF CUSTOMER RELATIONSHIP MANAGEMENT PRACTICE (The case of Dashen Bank S.C,)" which is undertaken by Wasihun Bisrat for the partial fulfillment for the requirements of the degree of Masters of Art in Marketing Management at Saint Marry's University, is an original work and not submitted earlier for any degree either at this University or any other University.

Research Advisor   **Signature & Date**

(signature)   _(signature)_ 08/08/23

ACKNOWLEDGEMENTS

LIST OF ABBREVIATIONS AND ACRONYMS

CRM : Customer Relationship Management

NBE : National Bank of Ethiopia

CBE : Commercial Bank of Ethiopia

DBE : Development Bank of Ethiopia

ATM : Automatic Teller Machine

POS : Point Of Sale

CIS : Customer information systems

ECRM : Electronic Customer Relationship Management

E-MAIL : Electronic mail

SMS : Short Message Service

ABSTRACT

The main objective of this study is to assess the customer relationship management practice in case of Dashen Bank. CRM is one of the critical strategies that can be employed by organizations to improvecompetitive advantage. Four critical CRM elements are measured in this study are; first the current practices of CRM, second effectiveness of CRM practices, third barriers in implementing CRM practices and forth employees training and development. The study adopted a descriptive design and quantitative data were employed to address the objective. Both primary and secondary data were used. The quantitative data were collected through a structured questionnaire and document review. The Population for the study was 1,000 Corporate Customers of Dashen Bank in Addis Ababa (those customers data were found from the bank Information technology department) and the study was conducted on the basis of opinion survey collected from randomly selected 286 Corporate Customers, expecting that those customers have significant impact on the bank long run profitability. The collected data was analyzed using SPSS version 20. Percentage, mean, standard deviation and relevant statistical methods were employed. Moreover, tables and elaborations were used to present the findings. Based on 286 respondents this study found that the overall assessment of Customer relationship management practice is at good level. However, the bank is weak implementation of easy customer support representative, employees and management team periodical Customer visit, communication skills and other alternative communication channels that helps the customers at the absence of the relationship manager which are responsible for handling customers transactions.

Key Words: Customer Relationship Management, Dashen Bank, Ethiopia.

CHAPTER ONE

INTRODUCTION

<u>Introduction</u> during this introductory chapter, background of the study, statement of the problem, objective of the study, research questions, significance, scope, limitation, plan, and organization of the study and definition of terms are going to be discussed.

1.1 Background of the Study

Marketing context is converting dramatically in regards to bodily distance, time, markets, and opposition, and that is main to essential adjustments within side the manner that advertising is being practiced (Brookes, Brodie, and Lindgreen, 2000). Traditionally companies hired transaction primarily based totally advertising through the 4p`s. However, with the emergence of present day advertising practices companies commenced to recognize that advertising isn't always all approximately attracting new clients as an alternative it's miles constructing long time relationships with the prevailing clients to the mutual gain of each. Meanwhile, the stiff opposition within side the market; each nearby and global, accessibility of markets and the arrival of informed clients make a contribution to the blossoming of dating-primarily based totally advertising with inside the commercial enterprise world. In the 1970`s, Customer dating management (CRM) originated as a advertising idea from the connection advertising literature. Its purpose is to maximize client fee with inside the long time, through focusing commercial enterprise processes, advertising and customer support on patron dating maintenance, through the coordinating employer of an records generation system (Chang.H.H, 2007).So far, numerous enterprise sectors have benefited from the deployment of CRM. However, referring to its nature the carrier sector, especially the monetary and telecommunication sub-sector, deemed to gain plenty from the implementation of the CRM as a enterprise method. For instance, many research have pronounced that banks which broaden a client-centric method get better profits (Formant, 2000; Lamparello, 2000; Melnick et al., 2000) that is because of the reality that monetary carrier are characterized through the huge wide variety of clients and the private, rapid and private desires of them, such that the manner a corporation promises them is applicable to its

enlargement and aggressive advantage (Seybold & Marshak, 1998: 193-213). Moreover, Onutet.al, additionally confirm that CRM is a valid enterprise method for banks to perceive the maximum worthwhile clients and prospects, and commit time and interest to increasing account relationships with the ones clients via individualized marketing, re-pricing, discretionary selection making, and custom designed carrier-all brought via the diverse income channels that the financial institution uses. The quantity of CRM deployment with inside the monetary offerings in particular in banks has been assessed from 4 dimensions with inside the monetary carrier literature's of European, Indian and Egyptian banking sectors. These 4 dimensions are key client focus, expertise management, CRM Company and technology-primarily based totally CRM. So far, the research screen that a hit software of all CRM dimensions in banks allows the banks to amplify their client bases, beautify their aggressive function and capable of keep the clients at improved pleasure rate. Thus, the included software of the CRM has been discovered vital for reaping complete advantages of CRM which include inner efficiency, improved client loyalty and pleasure, identity of clients capability and the like.

Despite the above theoretical and empirical statistics as to the improvement of the CRM with inside the monetary one, till recently, the banking zone in Ethiopia has remained dormant to the shift in enterprise paradigm from product-centric to customer-centric. Various elements contributed for this fact; among-st others the dominance of public banks until the liberalization and deregulation of the economic system with inside the 1990`s is the primary one. This hinders the improvement of the non-public zone and its feasible effect at the competitiveness area with inside the banking enterprise that might have benefited the clients and the banks there in. Since then the banking zone has gone through numerous improvements; the non-public zone being allowed to contain within side the enterprise instigated the want to be aggressive to live with inside the marketplace much like different enterprise set ups. Currently, there are greater than 30 banks in Ethiopia where in 3 of them are authorities owned. In addition, there are banks which might be below formation to enroll in the home banking enterprise, like Hosaena Bank.

Dashen bank changed into based with the aid of using 11 visionary shareholders and veteran bankers with initial capital of birr 14.9 million in September 1995.upon securing license from the national bank of Ethiopia,Dashen opened its doorways for carrier at the 1st of January 1996 with 11 full-fledged branches.Dashen bank coined its call from the very best height in Ethiopia,

mount Dashen and aspires to be remarkable in banking services.Ras Dashen is part of the semien mountains national park a distinctive putting with precise natural world and breath-taking perspectives on a panaroma formed with the aid of using nature and conventional agriculture.

Dashen aspires to set new heights in banking services through shipping of precise price propositions 2nd to none. Head quarterd in adiss Ababa, the bank is among the most important personal banks in Ethiopia .it operates through a community of greater than 370 branches, ten committed the forex market bureaus, 305 ATMs and 812 plus point of sale (POS) terminal unfold throughout the period and breadth of the nation. It has installed correspondent banking courtingWith 462 banks masking 70 international locations and 170 towns throughout the world. wherever enterprise takes clients across the world, Dashen bank is already there.

Dashen bank is the maximum legit logo within side the home banking market; a recognition earned through a steady shipping of values and preeminence unequalled with the aid of using its

Competitors. the bank also works in partnership with main manufacturers within side the digital bills industry(AMEX,VISA,Master card &Union pay)and outstanding cash switch operators (Western union, Money gram, Express money & Dahabshiil,Ezremit,Transfast,WorldRemit and Ria).

CRM become crucial to cope with exceeding competitive market (CRM)in a bank bring about important phases such as incorporating the communications tools to meet the needs of customers, referring each customer as individuals and making the customer relationship an impressive and long lasting experience.

The purpose of this study is to determine the usefulness of CRM implementation on customer contentment and perceived business performance. It takes stocks of findings and conclusion of different researchers so that it can provide frightful insight into the CRM implementation. Also the paper try to put forward the view of various researchers together so that a conclusive picture.

1.2 Statement of the Problem

The banking industry in Ethiopia has been growing rapidly, and competition among banks has intensified. In this context, CRM has become a critical factor for banks to retain existing customers and attract new ones. The study seeks to identify the strengths and weaknesses of Dashen Bank's CRM practices and provide recommendations for improvement.

The findings of this study will be useful not only for Dashen Bank but also for other banks in Ethiopia that are looking to improve their CRM practices. The study will contribute to the existing literature on CRM in the banking industry and provide insights into how banks can enhance their customer relationships to achieve sustainable growth.

This study aims to fill this gap by examining the current CRM practices in Dashen bank and providing recommendations for enhancing the bank's customer-centric approach.

1.3 Research Objectives

In general, the objective of this research is to assess thepractices & implementation of customer relationship management (CRM) in Dashen bank and identify areas for improvement. Specifically the subsequent objectives;

- ✓ To investigate the current CRM practices of Dashen bank.
- ✓ To determine the CRM practices in enhancing customer satisfaction and loyality.
- ✓ To assess the barriers and challenges faced by Dashen bank in the implementation of CRM practices.
- ✓ To assess employee training and development impact the implementation of CRM practices in Dashen bank.

1.4 Research Questions

Considering the purpose and objectives of the study the under listed research questions was addressed in the study;

1. What are the current CRM practices of Dashen bank?
2. How effective are the CRM practices of Dashen bank in retaining customers?

3. What are the factors that influence customer satisfaction with Dashen bank's CRM practices?
4. What are the challenges faced by Dashen bank in implementing effective CRM practices?

1.5 Significance of the study

This study contributes to the financial services literature as it is one of the very few that examine CRM application in the Ethiopian banking sector. More specifically, the study has the following potential contribution for Dashen Bank;

> ➢ It may support to take appropriate action in order to improve the Customer relationship management.
> ➢ It may helps the Bank's customers to get quality service, if the Bank identifies its weaknesses and strengths.
> ➢ It may assist the management and employees of the bank to have information about the perception of the customers regarding the Customer Relationship Management of the Bank
> ➢ It enables the Bank to identify the dimensions that needs further enhancements so as to benefit from CRM`s application at full scale.

1.6 Definition of Terms

Customer Relationship Management (CRM) – is a cross-functional, customer-driven and technology-integrated business process management strategy that maximizes relationships (Chen and Popovich, 2003). It involves the integration of marketing, sales, customer service, IT and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value.

Business Process Re engineering (BPR) – is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed (Hammer & Champy, 1993)

Higher Grade branch – as per the bank`s branch rating scheme.

Credit customers – customers of Dashen Bank of that uses credit products like over draft, Term loan,Pre-shipment, Letter of Credit and etc…

1.7 Scope of the study

The study assess branches of Dashen that are found only in Addis Ababa having higher grade per the Bank`s branch rating scheme. This limits the realm of the study by discriminating those branches of Dashen found in outlying areas and those in Addis Ababa but with lower grades. In addition, the study assess CRM`s application in the Dashen Bank only from four dimensions that are derived from the reviewed CRM related literature's.

1.8 Limitation of the Study

The outcome of the study is solely dependent on the individual responses of the respondents that participate in the study. Moreover, as the sample is small and selected using non-probability sampling technique, the results might not be generalizable beyond the specific population from which the sample is drawn, considering the vast number of branches Dashen has all over the country.

1.9 Organization of the study

The study was be comprised of five chapters. The first chapter presents introduction of the study whereby background of the study, problem statement, objectives of the study, research questions, significance of the study, definition of terms, scope and limitations of the study was included. The second chapter devoted to reviewing related literature's follow by the third chapter that discusses the methodology used to undertake the study. In chapter four and five, the data analysis & discussion of results and conclusions & recommendationspresent sequentially. Finally, references and copy of the questionnaires was annex.

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CHAPTER TWO

REVIEW OF RELATED LITERATURES

</div>

Introduction This section will cover review of literature from different scholars and authors that have been examined in the area of Customer Service, Customer service management and its impact to the customer satisfaction. The theoretical and practical findings of various studies related to Customer Relationship Management is about database that collects information about customers, a way to analyze the information in the database, a strategy for applying the analysis to better meet the clients' needs and identify potential customers, collecting data to ensure the strategy is effective and how Customers Complaints is managed. A reviewed literature from secondary sources such as published books, articles and related websites will also be presented to reveal points, targeting at the attainment of the research objectives.

2.1 Theoretical Literature Review

2.1.1 Meaning of CRM

With the advent of knowledgeable customers and highly competitive market, the traditional transaction based marketing is proved to be obsolete where by the need to solicit customers need before competitors do becomes the way of life for marketers. To do so, understanding and keeping track of customers' needs using relationship based marketing practice become imperative. Moreover, as various authors ascertain, the cost of retaining existing clients is by far less than the cost of attracting new ones. Hence, it has been found that a company stands a much higher chance of doing repeat business when selling to its existing customers; its chances of successfully making repeat sale to an "active" customer standing at 60% to 70%. On the other hand, its chances of successfully closing a sale on a new customer can be as low as 5% and rarely exceeds 20% (Griffin and Lowenstein, 2001). Thus, to maintain the existing customers at a least cost as compared to attracting new ones companies realize that interactive marketing which rely on a cooperative and relationship based marketing principles is essential. In the meantime, it has become evident that the satisfaction customers derive from a relationship

depends on how the relationship is managed and the benefit of the relationship to the customer (Parvatiyar, Biog and Wathnee, 1998).

CRM is born from relationship marketing and is simply the practical application of long standing relationship marketing principles which have existed since the dawn of business itself (Gummesson, 2004). It builds on the philosophy of relationship marketing in that it aims to create, develop and enhance relationships with carefully targeted customers to maximize customer value, corporate profitability and thus shareholders value (Flow and Payne, 2005). Similarly, Langerak and Verhoef, (2003) underline that the essence of CRM thinking originates from three concepts in marketing management, customer orientation, relationship marketing, and database marketing.

Several factors have contributed to the rapid development and evolution of CRM. These include the growing DE-inter-mediation process in many industries due to the advent of sophisticated computer and telecommunication technologies that allow producers to directly interact with end-customers. Moreover, the following important perspectives have been found to be the major contributors to the outgrowth in origin of CRM as a strategic approach.

- Extensive use of software and technologies to maintain useful information and no manual labor.
- The realization of the benefits of utilizing information proactively and not reactively.
- The change of business view to relationship approach rather than transactional approach.
- The approach of concentrating more on customer values rather than concentrating on how the product is delivered to the customer.
- The approach of focusing on customer satisfaction and loyalty rather than focusing self satisfaction and profit.
- The belief that customers are the real assets and not just the people in the audience.
- The acceptance of the fact that using high end technologies and software the cost can radically be decreased without compromising on quality and service of products.
- The realization that the traditional trends of marketing and selling are increasingly fading out in the current economic scenario.

Many believes that through CRM, firms are able to understand customers from strategic perspective and as a result the CRM ultimately focuses on effectively turning customer information into intelligence to more efficiently manage customer relationship. Accordingly Kumar and Reinartz, (2006) and Galbreath &Rogers,(1999) refer to CRM as "the strategic process of selecting the customers a firm can most profitably serve and shaping the interactions between that company and these customers with the goal of optimizing the current and future value of the customers for the company".Parvatiyar and Sheth(2000: P.6) also sustains that Customer Relationship Management is a comprehensive strategy and process of acquiring, retaining and partnering with selective customers to create superior value for the company and the customer."

Another perspective is technologically oriented whereby the advances in database technologies such as data warehousing and data mining are crucial to the functionality and effectiveness of CRM system (Sandoe *ET, al*. 2001). By the same token, Chou et al., 2002definedCRM as an information industry term for methodologies, software and usually internet capabilities that help an enterprise manage customer relationships in an organized way.

CRM, from the marketing perspective, is defined as a combination of business process and technology that seeks to understand a company's customers from the perspective of who they are, what they do, and what they are like (Couldwell, 1998). This theme is also reflected by Kotler in 1997 by acknowledging customer relationship management as principally revolving around marketing and begins with a deep analysis of consumer behavior. Furthermore, Bose,2002 & McKenzie,2001 define CRM within the same perspective as an integration of technologies and business processes used to satisfy the needs of a customer during any given interaction and a combination of strategy and information systems, that aims at focusing attention on customers in order to serve them better, respectively.

Overall, the core theme of all CRM and relationship marketing perspectives is its focus on a cooperative and collaborative relationship between the firm and its customers, and/or other marketing actors (Parvatiyar & Sheth 2001, 2002).Dwyer, Schurr, and Oh (1987) have characterized such cooperative relationships as being interdependent and long-term orientated rather than being concerned with short-term discrete transactions. The long-term orientation is often emphasized because it is believed that marketing actors will not engage in opportunistic

behavior if they have a long-term orientation and that such relationships will be anchored in mutual gains and cooperation (Ganesan, 1994).

Another important facet of CRM is "customer selectivity." As several research studies have shown, not all customers are equally profitable for an individual company (Storbacka, 2000). The company therefore must be selective in tailoring its program and marketing efforts by segmenting and selecting appropriate customers for individual marketing programs.

From the literature's it is evident that CRM involves cross-functional integration i.e. the integration of marketing, sales, customer service, IT and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value.

Consequently, for the purpose of this study the following definition is adopted;

CRM is a cross functional customer driven and technology integrated business process management strategy that maximizes relationships(Chen and Popovich 2003) it involves the integration of marketing ,sales, customer service, it and the supply chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value.

2.1.2 Benefits of CRM

Early CRM researchers had hypothesized that CRM`s benefits varied by industry as the processes and technologies associated with CRM were tailored to specific industry structures (Rust, Lemon, Zeithaml, 2001). However, findings in a recent cross cultural, multi-industry study of CRM done by Reinartz et al. (2004) support the notion that desired CRM benefits do not vary greatly across industries or countries, as had earlier been thought. This later finding lends support to the idea that core benefits associated with CRM initiatives exist across contexts. The identified seven core benefits were;

1) improved ability to target profitable customers;

2) integrated offerings across channels;

3) Improved sales force efficiency and effectiveness;

4) individualized marketing messages;

5) customized products and services;

6) Improved customer service efficiency and effectiveness; and

7) improved pricing.

Though other studies have not presented the benefits of CRM in such a way, most importantly the results coincided with the core benefits identified by Reinartz and his friends in 2004.

According to Arnett and Badrinarayananm 2005; Buttle, 2004; Croteau and Li, 2003; Iacovou, Bendasat, and Dexter, 1995, the benefits of CRM were grouped into two main paradigms; operational and strategic benefits. Operational benefits refer to the operational savings of an organization resulting from its improved internal efficiency (Iacovou, Bendasat, and Dexter, 1995). CRM enables a company to redesign its processes to improve its operational efficiency, such as marketing and customer support, front-office efficiency, and productivity in sales, which in turn decrease customer-related costs (Reichheld, 1996).

Strategic benefits consist of the tactical, opportunistic, and competitive advantages derived from the impact of electronic data interchange on a business processes and relationships (Iacovou, Bendasat, and Dexter, 1995).

CRM enables an organization to gain better information on customers' values, behaviors, needs and preferences and helps it gain a competitive edge over its competitors. It makes it possible to identify customers' potentials, uncover the profiles of key customers, anticipate their needs, predict their behavior, win back lost customers, create personalized marketing plans for each segment, develop new products and services, design communication tools and distribution channels, or identify new market opportunities based on customers' preferences and history (Homburg, Hoyer, and Stock, 2007;Tokman, Davis, and Lemon, 2007;Thomas, Blattberg, and Fox, 2004;Peppers, Rogers, and Dorf, 1999;Day, 2000).

Repeat business also minimizes a variety of recruitment costs. These costs include the costs of setting up new accounts, explaining business procedures to new clients, advertising costs to entice new customers, personal selling pitches to new prospects, and the costs of inefficient dealings during a customer's learning process (Peppers and Rogers, 1993).

Moreover, according to Rigby, Reichheld, and Schefter (2002), CRM enables companies to gather customer data swiftly, identify the most valuable customers over time, and increase customer loyalty by providing customized products and services.

2.1.3 HISTORY OF CRM

Before 1993, CRM included two major markets (Financial Times, 2000,):

1. Sales Force Automation (SFA) and

2. Customer Services (CS).

1. Sales Force Automation was initially designed to support salespersons in managing their touch points and to provide them with event calendars about their customers. SFA's meaning expanded to include opportunity management that is supporting sales methodologies and interconnection with other functions of the company such as production. Below indicates the range to sales force automation capabilities currently available.

3. Sales Force Automation Capabilities

Contact Management: Maintain customer information and contact histories for existing customers. May include point in the sales cycle and in the customer's replenishment cycle.

Activity Management: Provide calendar and scheduling for individual salespeople

Communication Management: Communicate via E-mail and fax

Forecasting: Assist with future sales goals, targets, and projections

Opportunity Management: Manage leads and potential leads for new customers

Order Management: Obtain online quotes and transform inquiries into orders

Document Management: Develop and retrieve standard and customizable management reports and presentation documents

Sales Analysis: Analyze sales data

Product Configuration: Assemble alternate product specifications and pricing Compared to sales Force Auto (SFA), Customer Service (CS) is an after sales activity to satisfy customers.

The goal of Customer Service is to resolve internal and external customer problems quickly and effectively. By providing fast and accurate answers to customers, a company can save cost and increase customer loyalty and revenue. As shown in the box below, customer services include call center management, field service management, and help desk management.

Customer Services Capabilities

Call Center Management

Provide automated, end-to-end call routing and tracking Capture customer feedback information for performance measurement, quality control, and product development Field Service Management Allocate, schedule, and dispatch the right people, with the right parts, at the right time Log materials, expenses, and time associated with service orders View customer history Search for proven solutions.

Help Desk Management

- Solve the problem by searching the existing knowledge base

- Initiate, modify, and track problem reports

- Provide updates, patches, and new versions

Today, CRM includes all customer-facing applications, including:

Sales Force Automation (SFA),

Customer Service (CS),

Sales and Marketing Management (SMM), and

Contact & Activity Management (Emerging Market Technologies, 2000).

2.1.4 CRM in the Banking Industry

Bank is merely an organization that accepts deposits and lends money to the needy persons, but banking is the process associated with the activities of banks. It includes issuance of cheque and cards, monthly statements, timely announcement of new services, helping the customers to avail online and mobile banking etc. Huge growh of customer relationship management is predicted in the banking sector over the next few years. It is a sound business strategy to identify the bank's most profitable customers and prospects, and devotes time and attention to expanding account relationships with those customers through individualized marketing, pricing, discretionary decision making.

In banking sector, relationship management could be defined as having and acting upon deeper knowledge about the customer, ensure that the customer such as how to fund the customer, get to know the customer, keep in touch with the customer, ensure that the customer gets what he wishes from service provider and understand when they are not satisfied and might leave the service provider and act accordingly.

According to Das, *et al*. (2009), CRM in the banking industry is entirely different from other sectors, because banking industry is purely related to financial services, which needs to create trust among the people. Establishing customer care support during on and off official hours, making timely information about interest payments, maturity of time deposit, issuing credit and debit ATM card, creating awareness regarding online and e-banking, adopting mobile request etc are required to keep regular relationship with customers.

The present day CRM includes developing customer base. Accordingly, the bank has to pay adequate attention to increase customer base by all means, it is possible if the performance is at satisfactory level, the existing clients can recommend others to have banking connection with the bank he/she is operating. Hence asking reference from the existing customers can develop their client base. If the base increased, the profitability is also increase. Hence the bank has to implement lot of innovative CRM to capture and retain the customers (Saeed, *et al*., 2011). There is a shift from bank centric activities to customer centric activities.

CRM in banking sector is still in evolutionary stage, it is the time for taking ideas fromcustomers to enrich its service. The use of CRM in banking has gained importance with theaggressive strategies for customer acquisition and retention being employed by the bank in today's competitive scene. This has resulted in the adoption of various CRM initiatives by various banks.

Key principles of the bank CRM

1.1 Honesty

Being truthful, open and fair to our customers at all times Inform our customers of what we are going to do and how long it will take to complete the task.Provide complete and correct information, and in the event that we can't, explain the reasons why.

➢ Act in a professional and ethical manner.

➢ Admit when a mistake has been made.

1.2 Accountability

All our products and services comply with relevant laws and regulations of the country as well as the bank's internal policy and procedure. We will explain and help customers to understand the financial benefits of our products and services that they are interested in, how they work and the risks involved.

1.3 **Privacy and Confidentiality**

We will treat all the customers' personal information as private and confidential, and ensure that it shall be secure. Personal information will not be revealed unless otherwise authorized by the customers or required by the law to do so.

1.4 Responsiveness

The bank is committed to give fast and efficient customer service so that we own our esteemed customers satisfaction. The service delivery time to each operational process is stated here under:

1.5 Professionalism

Create a culture that is customer focused and that places a high value on delivering excellent customer service. Treat all inquiries seriously and use them as opportunities to improve.

1.6 Respect

❖ Be willing to understand our customer's enquiry and give the customer our full attention.

❖ Try to treat customers equally.

❖ Give the customer our highest priority.

❖ Listen to our customers and try to see the situation from their point of view.

❖ Try to find the solution ourselves, or by ensuring that we are referring the customer to the correct supervisor.

1.7 Open Communication

Provide all information pertinent at the first possible opportunity. Ensure that all information given is complete and correct, and in the event that we can't, explain the reasons why. Avoid the use of technical terms and jargon as much as is possible in our communications. Deliver our messages in a format appropriate to the circumstances.

1.8 Transparency

We will provide customers with clear, relevant and timely information to allow them an informed decision about our products and services. Where applicable, a set of Terms and Conditions relating to each banking product or service will be made readily available to with all the fees, charges, penalties and relevant interest rates, liabilities and obligations in the use of the banking product or service highlighted.

2.2 Empirical Literature Review

Regarding earlier related studies, there are few studies which are carried out on the factors affecting CRM of which the researcher was discussed some of them.

Barbara, (2011) conducted study on the improving customer relationship management in the banking industry the case of Barclys Bank GanaLimited, Banatama Branch practices. The purpose of the study was to find out what can be done to improve customer relationship management in the banking industry in Ghana with emphasis on Barclays bank Ghana Ltd. The study adopted both quantitative and qualitative methods of research. The study focused on management of Barclays Bank Ghana Ltd who are aware of Customer Relationship Management (CRM) strategies being pursued by the bank as well as customers of the bank who are aware of the Customer Relationship Management (CRM) strategies. A sample size of one hundred customers of Barclays Bank, Ghana Limited, Bantama branch and ten members of staff were drawn for the study. The researcher adopted the non- probability sampling procedure. The data was primarily attained through the administration of questionnaires to customers of the bank and interview guides to some members of staff. The results of the study generally indicate that customers are enthused by some of the CRM strategies being implemented by the bank. However some of the strategies are not implemented well and if it is properly done, it will improve the relationship the bank has with its customers. There is the need to evaluate and monitor the current strategies being implemented by the bank in order to reap its full benefits. It will also be necessary to involve customers when introducing these strategies so that the needed impact can be realized.

Iriqat and Daqar,(2017) conducted study on The Role of Customer Relationship Management on Enhancing the Customers' Satisfaction in the Banks in Palestine. The aim of this paper was to investigate the role of customer relationship management on customers' satisfaction in the banks in Palestine. The primary data was collected from Palestinian Banking Employees. Based on the result of the study, this paper indicated two predictors: CRM system integration and Service quality explained. In addition, the study finds that there is a positive significant relationship between customer relationship management dimensions and customers satisfaction. Finally, this study recommended keeping the effective communication between CRM and the bank's customers

A study conducted by Fakhri, Navid and Maroofi (2013) to identify factors affectingCustomer relationship system identifies that, relationship market orientation to consumer,CRM strategy, Information technology, Knowledge management, organizing, and technologyand

communication channel influence customer relationship management.

Another study was conducted by Usman and Mahina (2016) with the title of "the assessmentof Customer Relationship Management System by Commercial Banks in Nigeria and ItsEffects on Customer Retention" and the aim of the study was to determine the factors thataffect the adoption of CRM strategies in Nigerian banks. And the study found out that theadoption of CRM ensures the professional behavior of the employees of the bank anddeveloped and improved new products for the customers. Regarding CRM adoptionchallenges, highly rated included need for further training of IT staff to efficiently operate theCRM systems.

Mehta (2013) conducted a research on critical success factors for successful customerrelationship management; the study analyzes the critical success factors of customerrelationship, based on research of the previous studies in western countries, and theresearcher found out that, the implementation of customer relationship management requirerelevant business departments to work cooperatively as one integral component, all thebusiness process should be customer oriented. The other finding of the study is, human factoris a sensitive and complex issue that any information system has to address. The study alsofound out that, without the communications and understanding of senior managers, thecustomer relationship management project always leads to failure.

A study conducted by Arab, Selamat, Ibrahim and Zamani (2010) with the title "a survey of success factors for customer relationship management". In order to identify the success factorfor CRM, the researchers use previous related literature, like journal and books. And the15researchers found twenty success factors. And the factors are grouped in to three: the processcomponent, the human component and the technological component.The process component dominated seven success factors: marketing, sales, services, defineand communicate CRM strategy, customer involvement, personalization process, time andbudget management.

The human component has two parts: the client aspects and the organizational aspects. Value, satisfaction, and retention and loyalty are categorized into the client aspects.The organizational aspect has three sub-categories. Change in culture and no culture conflictis categorized into the culture category. Skillful staff and consideration of employee'simportance are categorized into

the role played. Top management commitment and support,define and communicate CRM strategy, assurance of top management commitment for CRMare categorized into the managerial level.

The technological component dominated six factors: sales force automation (SFA), software for CRM, data warehouse and data mining, help desk, call centers, internet influence.

Introduction

This chapter addresses the study methodology, which is used to discuss research design, Sampling and sampling techniques, data collection tools, data collection procedures, and data Analysis methods.

3.1 Research Approach

The study is descriptive in nature in the sense that the data collect from one or more target Groups and analyze it to describe the current state.

3.2 Research Design

This chapter describes the study methodology through research design, sampling and sampling Techniques, data collection tools, data collection procedures, and the More specifically, data from a survey on the four dimensions of CRM was collected from both DASHEN customers and

Employees (Store Managers, Customer Relationship Managers, Customer Relations Officers and Customer Service Managers) to assess the scope of CRM application in the determine Bank. The method of data analysis was discussed.

3.3 Data Types and Data

The study relied on both primary and secondary sources of data. Primary data was collected from respondents using a structured questionnaire. Secondary data was collected from different documents of the organization.

Questionnaire

Quantitative data was gathered from the respondents using five point Likert scale questionnaires designed by the researcher for self-administration. The questionnaires were designed based on the conceptual framework and the research questions to investigate and analyze the assessment

of customer relationship management practices on the case of Dashen Bank S.Co. For quantitative data, the respondents were asked to indicate their level of agreement and disagreement using a five-point Likert scale (1= strongly disagree 2= disagree, 3= neutral 4=agree and 5= strongly agree).

Document Review

In the document review, the researcher collected the necessary information from Annual report, internal document, and website of Dashen Bank S.Co.

3.4 Population of the Study

The population of the study encompasses all employees and customers of the Dashen Bank found at the vicinity of Addis Ababa. As it is impractical to asses all branches of Dashen found in Addis Ababa, a purposeful sampling is found to be the most appropriate for this case study approach, because 'information- rich' cases can be selected so as to learn much about the issues that are important to the study(Patton, M. Q, 1990).

To do so, the branches in Addis Ababa were categorized into sub-groups per the Bank`s branch grading system. This grading system categorizes branches based on volume of transaction, variety of services provided, site location, amenities and staff strength, cash holding limits and other similar considerations.

Focusing only higher grade branches is believed to provide the necessary data for the study since the overall structural platform across branches in the Dashen is uniform as it is dictated by the procedural manuals designed for the processing units. Moreover, the use of higher-grade branches is presumed to enable access to multiple portfolios of customers and employees of the Bank as the branch rating criteria enable the identification of branches where it provides diversified services that involve huge volume of transactions.

3.5 Sample and Sampling Technique

The researcher use convenience sampling technique to select customers of Dashen.The necessary data for the study was collect from both primary and secondary source of data.To gather the necessary information for the study various instrumentsused.For sampling size determination ,the

study adopts(Yamane's 1967) formula to calculate sampling size with 95% confidence and 0.05assuming specifically.

Where

$$n=N/(1+N*E2)$$

n - Is the sample size

N - The population size,

e - The level of precision or sampling error = (0.05)

n = 1,000/1+1,000*(0.05)2 = 285.71

Therefore, the sample size selected from the population of 1000 customers is 286 customers.

3.6 Data Collection instruments

Quantitative data was gathered from the respondents using five point Likert scale questionnaires designed by the researcher for self-administration. The questionnaires were designed based on he conceptual framework and the research questions to investigate and analyze the assessment of customer relationship management practices on the case of Dashen Bank Co. For quantitative data, the respondents were asked to indicate their level of agreement and disagreement using a five-point Likert scale (1= strongly disagree 2= disagree, 3= neutral 4=agree and 5= strongly agree).

The questionnaire developed by Das, *et al*., (2009) will be adopt to undertake this study, which contains statements that are specifically designed to measure CRM practices of firms in relation to the four behavioral dimensions of CRM – Key Customer focus, CRM organization, Knowledge Management and Technology-based CRM as proposed by Sin, et al., (2004).

The questionnaires will be composing of two sections. The first section will contain questionnaire items on five point Liket Scale to assess the CRM practices of DASHEN while the second section was collected data on the profile of respondents.

The Structured questionnaires will be use to solicit primary data from employees and customers of the Bank. Questionnaires will distribute for customers were labeled as "customer questionnaire" while those distribute for employees "employee questionnaire" (Sadek et afjd dl. 2011) to avoid mix ups of responded questionnaires during data collection.

As secondary sources of data published journal articles, publications, books, websites and others will be use as found appropriate to solidify the premises of the study.

3.7 Data analysis Technique

The data was collected and analyze by using qualitative and quantitative data analysis techniques.The qualitative data was analyzed using content analysis; that is items were identify,categorize and group. Based on their group the data was interpreted. However, the numericaldata was analyzing using SPSS (statistical packages for social science) software program version20. In addition to this, the data was analyzed through cross-tabulation and the significance of theCRM variablesalso tested through correlation. The analytical tool is also support usingfrequency and percentage techniques. The final results will present using tables.

3.8 Reliability and Validity

3.8.1 Reliability

Reliability analysis helps to test the internal consistency of the measures before launching thequestionnaire to the respondents using Cronbach's alpha as it is the most frequently used Reliability measure by researchers to test the internal consistency instruments (Mohammad, n.d). Reliability test coefficient can hold a value of 0 to 1 and the result of 0.7 and above implies anacceptable level of internal reliability (Shifera, 2011).

3.8.2Validity

Validity is a very important and useful concept in all forms of research methodology. Its primarypurpose is to increase the accuracy and usefulness of findings by eliminating or controlling asmany confounding variables as possible, which allows for greater confidence in the findings of agivenstudy(Marczyk,G.,Dematteo,D.andFestinger,andD.2015).

There are four distinct types of validity (content validity, external validity, construct validity, and statistical conclusion validity) that interact to control for and minimize the impact of a widevariety of extraneous factors that can confound a study and reduce the accuracy of itsconclusions(Marczyk,G.,Dematteo,D.andFestinger,D.2015).

3.9 Ethical Considerations

The study was required the involvement of persons, employees and customer different ethicalissues was addressed. The consideration of these ethical issues is necessary for the purpose ofensuring the privacy of participants as well as the confidentiality of respondent's data. In order to

secure the consent of the selected participants, the researcher clarifies the purpose of the studyand the role of participants in completion of the study. The researcher was also informsparticipants that their participation in the study is based on their willingness, and the idea andcomments they raise are highly honored and kept confidential. In the final result of the researchpaper personal information was not included, only the summery of relevant data that was help inanswering the research questions was incorporate.

CHAPTER FOUR

Findings, Interpretation and Discussion of Results

Introduction.

This chapter deals with data presentation, analysis and interpretation. The data are presented and analyzed based on data collected through structured questionnaires and secondary data.

4.1. Respondent's Demographic Data

The following table shows, the demographic information of respondents. These include gender, age, and education level and the length of relationship with the Bank.

Table 4.1: Respondent Demographic information

Variables		Frequency	Percentage
Gender	Male	197	69%
	Female	89	31%
Age	18-30	72	25%
	31-40	88	31%
	41-50	76	27%
	Above 50 years	50	17%
Educational	Below diploma	75	26%
Level	Diploma	82	29%
	Degree	86	30%
	Masters	35	12%
	Above masters	8	3%
Length	Less than 1 years	57	20%
Of relationship	1-5 years	95	33%
With bank	6-10 years	65	23%

	11-15 years	42	15%
	Greater than 15 years	27	9%

4.2 Current Customer Relationship Management Practice (CRM) of the Bank

The following results focused on the Current Customer Relationship Management practice which are grouped into bank representative ,customer segmentation,modern technology .

4.2.1 Summary of Results Current CRM practices & customer segmentation

Table 4.2: Current CRM practices & customer segmentation

Detail	N	Minimum	Maximum	Mean(X)	Std.deviation
Dashen bank has effective bank representative (in person,over the phone,or online).	286	1	4	2.52	1.024
Dashen bank has segment their customers based on their needs and preferences.	286	2	5	3.79	1.16
Dashen bank send updates or notifications about your account or transactions.	286	3	5	4.15	.770
Dashen bank has modern technology user.	286	3	5	4.1	.828
I can easily access information about Dashen products and services.	286	2	4	3.09	.702
I'm satisfied with the overall CRM practices of Dashen bank.	286	2	5	3.6	1.111
Aggregated mean				3.54	

Source: Survey result, 2023

The above table indicates the range of the respondents answer is from disagree (2) to strongly

agree (5). As the mean of the result shows, the majority agreed that the bank's CRM practice and customer segmentation is good as the aggregated mean (X= 3.66) indicates. But Mostrespondents almost disagreed for the question about Dashen bank has effective bank representative (X=2.52), on the other hand most respondent took the bank update or notification as number one criterion (X=4.15). Most respondents also agreed for the following questions as the mean of the respondent shown;

a) Dashen bank has effective bank representative (in person,over the phone,or online)., (mean, X= 2.52).

b) Dashen bank has segment their customers based on their needs and preferences., (mean, X = 3.79)

c) Dashen bank send updates or notifications about your account or transactions., (mean, X= 4.15).

d) Dashen bank has modern technology user., (mean, X= 4.1).

e) I can easily access information about Dashen products and services., (mean, X = 3.09).

f) I'm satisfied with the overall CRM practices of Dashen bank., (mean, X= 3.6).

But for the questions of the I can easily access information about Dashen products and services, most respondents are almost neutral as the mean shown (mean, X= 3.09)

4.2.2 Summary of Results of Effectiveness of CRM practices

Table 4.3: Effectiveness of CRM practices.

Detail	N	Minimum	Maximum	Mean(X)	Std.deviation
Dashen bank use their modern technology for customer.	286	3	5	3.92	.832
Dashen bank team visit customers occasionally.	286	2	4	2.90	.702

Staffs of Dashen bank are eager to address and solve the major challenges faced by customers.	286	3	5	4.40	.801
Dashen bank have effective and efficient utilize of resources used for implementing best CRM practices .	286	3	5	4.0	.632
Dashen banks can measure the success of their CRM practices through customer satisfaction ,retention rates and cross selling rates.	286	2	5	3.10	.945
Dashen bank improve their CRM practices by analyzing data ,identifying areas for improvement and implementing changes.	286	2	4	3.0	.776
Aggregated mean				3.55	

The above table shows that the range of the respondents answer is from disagree (2) to strongly agree (5). The overall effectiveness of CRM practices of the bank is good as the aggregated mean (3.55) indicates. However, most of the respondent almost disagreed for the criterion of the Dashen bank team visit customers occasionally. (mean, X= 2.90). Most respondent agreed for all the listed criterion as the mean of the respondents shown;

a) Dashen bank use their modern technology for customer., (mean, X= 3.92)

b) Dashen bank team visit customers occasionally., (mean, X= 2.90)

c) Staffs of Dashen bank are eager to address and solve the major challenges faced by customers,

 (mean, X= 4.40)

d) Dashen bank have effective and efficient utilize of resources used for implementing best CRM

 practices, (mean, X= 4.0)

e) Dashen banks can measure the success of their CRM practices through customer satisfaction ,retention rates and cross selling rates, (mean, X= 3.10)

f) Dashen bank improve their CRM practices by analyzing data ,identifying areas for improvement and implementing changes, (mean, X= 3.0)

4.2.3 Summary of Results Challenges in implementing CRM practices

Table 4.4 : Challenges in implementing CRM practices.

Detail	N	Minimum	Maximum	Mean(X)	Std.deviation
It is easy to access information about your account in mobile banking .	286	3	5	4.30	.782
The bank does understand your financial needs and goals.	286	3	5	3.90	.702
There is lack of consistency in the information provided by different representatives of the bank.	286	3	5	3.89	.833
The working hour of the bank has convenient	286	2	5	3.51	1.116
Customer data is accurate and up to date in the system.	286	2	4	3	.816
ATM machine of Dashen bank is working 24/7.	286	3	5	3.92	.802
Aggregated mean				3.75	

Source: Survey result, 2023

The table shows that the implementing of CRM practices of Dashen bank is moderately good as the aggregated mean (3.75) indicates. Most of respondents agree on the following criterion as shown below:

a) Dashen bank employees has more of product knowledge ., (mean, X=4.30)

b) Dashen bank digitalization is easy for customer use, (mean, X=3.90) c)Dashen bank employees has negotiation power with customers, (mean, X=3.89)

d) The working hour of the bank has convenient, (mean,X=3.51)

4.2.4 Summary of Results ofEmployee training and development.

Table 4.5: Employee training and development

Detail	N	Minimum	Maximum	Mean(X)	Std.deviation
The Dashen bank employees get training and development programs in improving understanding of CRM practices.	286	2	5	3.5	1.052
Employee and training programs is important for the implementation of CRM practices in Dashen bank.	286	3	5	4.0	.705
The Dashen bank train employees on effective communication and customer service skills.	286	2	4	2.89	.787
The Dashen bank employees changes after receiving training and development programs.	286	3	5	3.72	.732
Aggregated mean				3.52	

Source: Survey result, 2023

The table shows that the response of most respondents tending to there is employee training and development in their company on average mean of (x=3.52). However, the response of the majority shows that they are almost neutral to the questions about The Dashen bank employees get training and development programs in improving understanding of CRM practices., (mean, X= 3.5)

a) Employee and training programs is important for the implementation of CRM practices in Dashen bank., (mean, X= 4.0)

b) The Dashen bank train employees on effective communication and customer service skills., (mean, X= 2.89)

c) d) The Dashen bank employees changes after receiving training and development programs, (mean, X= 3.72)

According to the study the researcher focus on following findings and use small number of population due to many problems.

1. Customer data management

2. Customer engagement

3. Technology usage

4. Performance measurement

According to Ford (1980), the study of relationship development primarily involves research into structure and processing of the relationship between customer and supplier. Hakansson and Snehota (1995) argue that the relationship development process an interaction where connections have been developed between two parties. The most important activity to achieve relationship development is known as monitoring of the relationship management process such as service or complaint management (Brown and Gulycz, 2002). This relationship process include procedures,

mechanisms, schedules, and activities in which the products and services have been delivered to customers (Chritopher et al., 1991). The key performance indicators such as rate of retention, life time value of the customers, and satisfaction should be set by the organization (Brown and Gulyez, 2002). According to the works of Heleny (2008) and Lindgreen *et al.(*2006), relationship development can be made through commitment to convince customers that their feedback are taken seriously

Summary of the Findings, Conclusion and Recommendation

5.1 Summary of the Findings

The study has investigated the assessment of customer relationship management (CRM) on the case of Dashen bank S.Co. The researcher used quantitative data for the study. The quantitative data was collected from the bank Corporate Customers using five point Likert scale. Secondary data was also collected from the organizations.

The majority of the respondents are male and from age perspective the majority are within 31 up to 40 age interval. Most of the respondents are degree holders and regarding length of relationship with the bank is one to Five years.

Gender frequency of the respondents shows that only 31% of the respondents are female while the majority 69(%) are male. Regarding their age, 25% of respondents fall under the age 18 to 30

 years ,31% of respondents fall between the ages of 31 to 40, 27% of respondents fall above the age of 31 to 40,while the remaining 17% of the respondents above 50 years .

 As the result shows 3% of the respondents are above masters degree, 12% of the respondents are second degree holders.30% of the respondents are first degree holder, 29% of the respondents are diploma holders while the rest 26% of the respondents are below diploma.

In relation with length of relationship with the Bank, 23% of the respondents have worked with the Bank more than 15 years,20% of the respondents worked with the bankbelow 1 years. The rest 33% and 23% of the respondents fall between 1to 5 years and 6 to 10 years of relationship with the banking respectively.To generalize, most of the respondents age fall between the ages of 31 to 40 years (31%) and in regards of educational level 75% of the respondents are diploma and above diploma holder.

The assessment of customer relationship management (CRM) was discussed through four independent variables that are :

i. CRM practices and customer segmentation.

ii. Effectiveness of CRM practices.

iii.Challenges in implementing CRM practices.

iv. Employee training and development.

Result shows that the bank CRM practices and customer segmentation is good. Most respondent agree on the bank Dashen bank send updates or notifications about your account or transactions ,Dashen bank has modern technology user and Dashen bank has segment their customers based on their needs and preferences.

However, there is also many respondent disagree on the bank has effective bank representative (in person,over the phone,or online).and neutral on they can easily access information about Dashen products and service.

The result also shows that there is good effectiveness of CRM practices, Most respondent agree

on all the listed Effectiveness of CRM practices, Staffs of Dashen bank are eager to address and solve the major challenges faced by customers,The bank have effective and efficient utilize of resources used for implementing best CRM practices,Dashen bank use their modern technology for customer. nevertheless, there is also many respondent disagree on customers visit and neutral on the bank improve their CRM practices by analyzing data ,identifying areas for improvement and implementing changes and bank can measure the success of their CRM practices through customer satisfaction ,retention rates and cross selling rates.

About Pricing Employee training and development of the bank is moderately good. Most of them agree on the following criterion;Employee and training programs is important for the implementation of CRM practices in Dashen bank, The Dashen bank employees changes after receiving training and development programs, The Dashen bank employees get training and development programs in improving understanding of CRM practices. But there is many respondents disagree on the bank's Dashen bank train employees on effective communication

and customer service skills.

Regarding challenges in implementing CRM practices, Customer data is accurate and up to date in the system of the bank respondent exceptionally neutral on the aggregate view. Most of the respondent Also agree on the bank does understand your financial needs and goals, ATM machine of Dashen bank is working 24/7.and There is no lack of consistency in the information provided by different representatives of the bank The access information about their account in mobile banking of the bank is attractive and use their mobile banking and amole easily, customers are easily benefited with digital banking of the bank, getting ease access like transferUtility payment and mobile card.

5.2 Conclusion

This article relates to the assessment of customer relationship management practices in the case of Dashen Bank S.Co, as the investigation conducted showed that the bank, realizing thebenefits of customer relationship management, adopted one has set of strategies that help strengthen the existing relationship between bank and customer and improve customer satisfaction.Findings from the study indicated that - The current CRM practices &customer segmentation of the bank are good, especially updates or send notifications about transactions of the bank is very good.

There is no representative (in person,over the phone,or online). in most branches. Modern technology is used by the bank is very good and most respondents accept positively than any of other question.

Easily access information about Dashen products and services are near to neutral ,and most respondents of customer agreed on the question of I'm satisfied with the overall CRM practices of Dashen bank.

The overall result of current CRM practice is moderately efficient. The bank effective bank representative (in person,over the phone,or online),Dashen bank team visit customers occasionally and The Dashen bank train employees on effective communication and customer service skills was observed as weakness of the bank.

The overall result of employee training and development of the bank is not relatively good. The bank do not implement easy customer support access like call center, supportive and updated

website, helpdesk and other alternative communication channels that helps the customer in the absence of the Relationship Manager which are responsible for handling customers transactions.

The CRM practice of the banks is good.

5.3 Recommendation

The banking sector has made remarkable progress in the country over the past two decades, accompanied by fierce competition. Today, most banks take advantage of technological advances that allow them to offer similar services to their customers. Thus, there are not big differences between banks across the country when it comes to their products and services. The main factor that differentiates one bank from another is the quality of the services that the bank provides to its customers. Therefore, Dashen Bank must work hard to provide effective and efficient customer service management in order to keep customers satisfied and gain significant market share in the industry. For this, Based on the research findings and conclusions the researcher recommended the following points.

➢ Before implementing CRM practices, Dashen bank should define clear goals and objectives thatalign with their business strategy. This will help them to measure the success of their CRM initiatives.

➢33% of respondents have a relationship of up to 5 years and 76% of respondents have a relationship of less than 10 years with the bank, but Dashen Bank is above 27 years old, this will be noted after the answers positive interest from the branch and/or of the bank. previous customer relationship management strategy. Therefore, the Bank must continue its strategy of branch expansion to attract new potential customers, while paying attention to old customers and retaining existing customers.

➢Dashen Banks should develop a culture that puts the customer at the center of everything they do. This includes empowering employees to make decisions that benefit customers and creating a positive customer experience at every touchpoint.

➢ Many respondents prefer to keep quiet for the criterion of "Dashen bank improve their CRM practices by analyzing data ,identifying areas for improvement and implementing changes". This is therefore, it is recommended that Dashen Banks should continuously monitor and evaluate

their CRM practices to identify areas for improvement. This will help them to stay competitive in an ever-changing market and meet the evolving needs of their customers. Therefore, Dashen Bank should collect and analyze customer data to gain insights into their behavior, preferences, and needs. This will help them to personalize their services and improve customer satisfaction.

➢Dashen Bank should invest in technology that supports CRM practices such as customer data management systems, analytic tools, and automation software and Employees should be trained on how to use the CRM system effectively and how to provide excellent customer service.

➢ It is recommended that it will be necessary to visit customers frequently and also hold meetings with them. Such visits and meetings will offer customers the opportunity to share their problems and their individual needs can be identified and properly identified. They will also feel delighted when they are called by the bank frequently and also on special occasion such as birthdays and anniversaries. .

➢ The success of CRM is directly associated with the organization's ability to capture customer information and use of information to satisfy customer need. As a bank what is important to customer service management is; use customer data base more efficiently and it helps to identify the value of market segments, to build customer relationships and segment potential market and offers differentiated products and service for the segmented market. This is therefore Dashen bank has to focus on capturing customer's information, engaged business , demands and related data collection, updating records and develop products to satisfy the customer need.

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St. Mary's University

Faculty of Business

Department of Marketing Management

Objective of the Questionnaire

I am Wasihun Bisrat, Marketing Management Graduating Student from St. Mary's University ear respondents; this study is to be conducted as part of a research project which shall be submitted in partial fulfillment of Masters of Art Degree in Marketing Management. This questionnaire is meant to collect information about an assessment of customer relationship management practice a case of Dashen Bank S.C. Your eager participation in supplying the required data is highly essential for successful completion of the study. The information you provide will be kept confidential and be used only for an academic purpose. I would like to thank you in advance for your participation and sharing your busy schedule. Please do not hesitate to ask me or to call/mail if you have any doubt on the questions.

Note: kindly put a ( ) mark with the option that reflects your level of agreement with the given statement. Part One: Demographic questions

1.Gender: Male ☐   Female ☐

2. Age: 18-30 ☐   31-40 ☐   41-50 ☐   Above 50 years ☐

3. EducationalLevel; Below Deplom ☐   Deplo ☐   Degree ☐ Masters ☐

   Above masters ☐

4. Length of relationship with bank: Less than 1 years ☐ 1-5 years ☐ 5-10 years ☐ 1-15 years ☐ Greater than 15 years ☐

Part Two- Basic Information of the questionnaire

Please thick in the appropriate box to indicate the extent to which you agree or disagree

with each statement. With 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 =agree,

5 = strongly agree.

S.No	Details	Strongly disagree	disagree	neutral	agree	Strongly agree
1. Current CRM practices.						
1.1	Dashen bank has effective bank representative (in person,over the phone,or online).					
1.2	Dashen bank has segment their customers based on their needs and preferences.					
1.3	Dashen bank send updates or notifications about your account or transactions.					
1.4	Dashen bank has modern technology user.					
1.5	I can easily access information about Dashen products and services?					
1.6	I'm satisfied with the overall CRM practices of Dashen bank.					
2. Effectiveness of CRM practices.						
2.1	Dashen bank use their modern technology for customer					
2.2	Dashen bank team visit customers occasionally.					
2.3	Staffs of Dashen bank are eager to address and solve the					

	major challenges faced by customers.					
2.4	Dashen bank have effective and efficient utilize of resources used for implementing best CRM practices .					
2.5	Dashen banks can measure the success of their CRM practices through customer satisfaction ,retention rates and cross selling rates.					
2.6	Dashen bank improve their CRM practices by analayzing data ,identifying areas for improvement and implementing changes.					
	3. Challengesin implementing of CRM practices.					
3.1	It is easy to access information about your account in mobile banking .					
3.2	The bank does understand your financial needs and goals.					
3.3	There is lack of consistency in the information provided by different representatives of the bank.					
3.4	The working hour of the bank has convenient.					
3.5	Customer data is accurate and up to date in the system.					
3.6	ATM machine of Dashen bank is working 24/7.					
	4..Employee training and development					
4.1	The Dashen bank employees get training and development programs in improving understanding of CRM practices.					
4.2	The Dashen bank employees changes after receiving training and development programs.					

4.3	The Dashen bank train employees on effective communication and customer service skills.					
4.4	Employee and training programs is important for the implementation of CRM practices in Dashen bank.					

Thank you